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ABSTRACT

The many statistical projections of what the work force of the year 2000 will be like point to one conclusion: there will not be an adequately prepared work force to meet the labor market needs unless there is a coordinated and concerted effort by the private, public, and government sectors to train and develop the needed skilled workers. The American Society for Training and Development's recently published preliminary report on the basic skills that employers want in their employees identified three components for a successful skills training program: a well-constructed action plan, a systematic approach to training design and development, and a functional context approach to job-specific training. The report concluded that there is an undeniable linkage between work force skills and the competitive cycle and that learning on the job is the principal training process. Concern was also expressed that insufficient attention is being paid to the 50 percent of persons who do not attend college and that current linkages between education, industry, and government are not strong enough to carry the load. It was concluded that top priority be given to improving the job training provided to noncollege-bound persons if the United States is to stay competitive. (MN)

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MINOR R. MILLER

SATURDAY A.M. PRESENTATION

TITLE: WORKFORCE 2000: EDUCATION-TRAINING-SKILLS

OPENING:

GOOD MORNING. IT IS INDEED AN UNEXPECTED PLEASURE FOR ME TO BE HERE TODAY. I REALLY DO MEAN UNEXPECTED. ASSISTANT SECRETARY JONES PLANNED TO SPEAK TO YOU THIS MORNING UNTIL JUST A FEW DAYS AGO. HE SENDS HIS REGRETS FOR NOT BEING ABLE TO BE WITH YOU TODAY ALONG WITH HIS BEST WISHES FOR A VERY SUCCESSFUL CONFERENCE.

I DID NOT HAVE AN OPPORTUNITY TO DISCUSS ASSISTANT SECRETARY JONES PLANS FOR HIS TALK WITH HIM SO WHAT I SAY IS IN NO WAY INTENDED TO REPRESENT HIS COMMENTS. IN THE NEXT SEVERAL MINUTES I WOULD LIKE TO SHARE WITH YOU SOME OF MY THOUGHTS ABOUT THE DEMOGRAPHICS OF THE WORK FORCE OF THE FUTURE, NEEDED SKILLS, THOSE PERSONS NOT GOING TO COLLEGE, AND SOME CONSIDERATIONS FOR MEETING THE SKILLED WORK FORCE NEEDS OF THE FUTURE. [I WOULD ALSO LIKE TO TALK FOR A FEW MOMENTS ABOUT CURRENT CONSIDERATIONS FOR THE APPRENTICESHIP CONCEPT OF TRAINING.]

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WORK FORCE OF FUTURE

I KNOW YOU HAVE HEARD A LOT OF TALK ABOUT WORKFORCE 2000 AND MANY OF YOU UNDOUBTEDLY HAVE SAID WHY SHOULD WE BE THINKING THAT FAR AHEAD. WHILE ELEVEN YEARS MAY SEEM LIKE A LONG WAY OFF, I ASK IS IT REALLY? OVER 75 PERCENT OF THE WORKFORCE IN THE YEAR 2000 IS ALREADY WORKING TODAY AND THOSE ENTERING THE WORK FORCE HAVE

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ALREADY BEEN BORN. SO WE DO KNOW SOMETHING ABOUT THE WORKERS INVOLVED.

JUST A FEW STATISTICS I WOULD LIKE YOU TO KEEP IN MIND AS WE THINK AHEAD TO THE YEAR 2000:

- ONLY 15 PERCENT OF NEW WORKERS ENTERING LABOR MARKET WILL BE WHITE MALES FROM 1985-2000 AS COMPARED TO 47 PERCENT OF THE WORK FORCE IN 1985.

- ABOUT 2/3 OF NEW ENTRANTS WILL BE FEMALE AND ABOUT 85 PERCENT WILL BE MINORITIES, FEMALES, AND IMMIGRANTS.

- OVER 3/5 OF WOMEN OVER AGE 16 WILL BE AT WORK IN THE YEAR 2000.

- THE POPULATION AND WORK FORCE WILL GROW MORE SLOWLY THAN AT ANY TIME SINCE THE 1930'S.

- THE AVERAGE AGE OF THE WORK FORCE WILL RISE FROM 36 TODAY TO 39 BY THE YEAR 2000.

- THE NUMBER OF WORKERS AGE 16-24 WILL DROP BY ABOUT 2 MILLION OR 8 PERCENT.

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- o MINORITIES WILL MAKE UP 29 PERCENT OF NEW ENTRANTS INTO LABOR FORCE - ABOUT DOUBLE CURRENT SHARE OF THE WORK FORCE.

- o IT IS EXPECTED THAT THE NUMBER OF HIGH SCHOOL DROPOUTS WILL INCREASE-PROBABLY ONE OF FOUR NINTH GRADERS WILL NOT GRADUATE FROM HIGH SCHOOL.

- o THE INCIDENCE OF FEMALE HEADED HOUSEHOLDS IS EXPECTED TO CONTINUE TO INCREASE.

- o TEENAGE PREGNANCY PROBABLY WILL BECOME MORE COMMON THAN IT IS TODAY.

- o THE POPULATION 55 AND OVER WILL INCREASE WHICH COUPLED WITH THE TREND TOWARD EARLY RETIREMENT THEREBY INCREASING THE NUMBERS LEAVING THE WORK FORCE. THEY WILL TAKE MUCH OF THE CRITICAL TECHNICAL SKILLS WITH THEM. FOR EXAMPLE, THE AVERAGE AGE OF THE NATION'S 300,000 MACHINISTS IS 58.

IN INTRODUCING A REPORT BY THE LABOR DEPARTMENT, ENTITLED "OPPORTUNITY 2000," SECRETARY MCLAUGHLIN STATED:

"AFFIRMATIVE ACTION IS NO LONGER JUST A MATTER OF SOCIAL RESPONSIBILITY. IT IS NOT JUST A MATTER OF LEGAL COMPULSION. IT'S AN ECONOMIC NECESSITY. THOSE WHO KNOW HOW TO TAP NEW

LABOR POOLS, HOW TO RECRUIT, HOW TO RETAIN, HOW TO MOTIVATE AND HOW TO PROMOTE ARE THE MEN AND WOMEN OF THE HOUR."

ENOUGH OF WHAT THE WORK FORCE MAY LOOK LIKE.

NOW JUST A FEW COMMENTS ON THE SKILLED WORK FORCE NEEDS.

- o ABOUT 90 PERCENT OF NEW JOBS WILL BE IN THE SERVICE AND INFORMATION INDUSTRIES. THESE COVER A WIDE RANGE OF OCCUPATIONS AND SKILLS REQUIREMENTS.

- o WHILE THE PERCENTAGE OF THE WORK FORCE IN THE MANUFACTURING INDUSTRY WILL DECLINE, THE DECLINE IN ACTUAL NUMBERS WILL BE SMALL. THOSE RETIRING AND LEAVING WILL RESULT IN A LARGE NEED FOR REPLACING THEM WITH NEW WORKERS.

- o NATURE OF WORK WILL CHANGE BECAUSE OF AUTOMATION AND TECHNOLOGICAL CHANGES REQUIRING A HIGH LEVEL OF SKILLS.

- o OCCUPATIONS OR SKILLS AS WE KNOW THEM TODAY WILL BE COMBINED REQUIRING BROADER SKILLS AND TRAINING REQUIREMENTS.

- o THE NEW JOBS PROBABLY WILL BE THROUGH SMALLER COMPANIES WHICH WILL HAVE LESS RESOURCES AVAILABLE FOR TRAINING SKILLED WORKERS.

o BLS FIGURES INDICATE THAT ABOUT 15-16 MILLION NEW JOBS WILL BE CREATED IN NEXT 10 YEARS.

WHAT DOES ALL OF THIS ADD UP TO - WE WILL NOT HAVE AN ADEQUATELY PREPARED WORK FORCE TO MEET THE NEEDS UNLESS THERE IS COORDINATED AND CONCERTED EFFORT BY THE PRIVATE, PUBLIC, AND GOVERNMENT SECTORS. TO TRAIN AND DEVELOP THE NEEDED SKILLED WORKERS.

ASTD REPORT

UNDER A CONTRACT WITH THE U.S. DEPARTMENT OF LABOR AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT (ASTD) RECENTLY PUBLISHED A PRELIMINARY REPORT ENTITLED "WORK PLACE BASIC: THE SKILLS EMPLOYERS WANT." A COPY OF THAT REPORT MAY BE OBTAINED BY CALLING JANET CAMPBELL AT ASTD - (703) 683-8122.

o THE REPORT IDENTIFIES THREE COMPONENTS FOR A SUCCESSFUL SKILLS TRAINING PROGRAM:

1-A WELL CONSTRUCTED ACTION PLAN
2-A SYSTEMATIC APPROACH TO TRAINING DESIGN AND DEVELOPMENT
3-A FUNCTIONAL CONTEXT APPROACH TO JOB-SPECIFIC TRAINING.

o SOME CONCLUSIONS IN THE REPORT.

- THERE IS AN UNDENIABLE LINKAGE BETWEEN WORK FORCE SKILLS ND THE COMPETITIVE CYCLE. LEARNING LEVERAGES PRODUCTIVITY AND COMPETITIVENESS COMPETITIVE LIFE CYCLE IS FROM DISCOVERY TO DEVELOPMENT OF NEW APPLICATIONS AND SERVICE DELIVERY. THE CYCLE TIME FOR U.S. IS ABOUT 60 MONTHS VERSUS 40 MONTHS IN GERMANY AND JAPAN.

- LEARNING ON THE JOB IS THE PRINCIPLE TRAINING PROCESS.

- U.S. IS NOT VERY GOOD AT EDUCATING AND TRAINING OUR WORKFORCE.

- WE NEED TO PAY MORE ATTENTION TO THE 1/2 OF PERSONS WHO DO NOT GO TO COLLEGE.

- THE SYSTEM OF LEARNING FROM OTHER NEEDS TO IMPROVE.

- CURRENT LINKAGES BETWEEN EDUCATION, INDUSTRY AND GOVERNMENT ARE NOT STRONG ENOUGH TO CARRY THE LOAD.

- TECHNOLOGY IS SUBSTITUTING FOR PEOPLE BUT WITHOUT ENOUGH TRAINING TO MEET THE NEEDS. THE DEPTH AND RANGE OF WORKERS SKILLS GIVES THEM MORE CONTROL OVER THE ACCOMPLISHMENT OF THE WORK.

- o TECHNOLOGY PUSHES THE RESOURCE AND TRAINING NEEDS DOWNLINE FROM MANAGEMENT. NEED TO LOOK MORE AT OUTCOMES RATHER THAN MANAGING PROCESSES. HUMAN RESOURCES MUST HAVE A ROLE IN EMPLOYERS MANAGEMENT.

- o ONLY 55 PERCENT OF WORK FORCE GET ANY TRAINING FOR JOBS AND ONLY 35 PERCENT OF WORK FORCE RECEIVE ANY UPGRADING TRAINING.

- o <u>THE REPORT STATES</u>

"IN A COMPARISON AMONG COUNTRIES, THE MORE EDUCATED AND TRAINED HALF OF THE AMERICAN WORK FORCE COMPETES WELL WITH THE WHITE-COLLAR AND TECHNICAL ELITES OF ITS ECONOMIC RIVALS. BUT THE OTHER HALF OF THE WORK FORCE IS NOT AS WELL PREPARED, AND THIS IS WHERE THE U.S. IS LOSING THE COMPETITIVE RACE. THIS FACT PRESENTS A MAJOR CHALLENGE FOR AMERICAN EDUCATORS AND EMPLOYERS. ACADEMIC AND EMPLOYER INSTITUTIONS MUST STOP CATERING TO THE DEVELOPMENT AND USE OF WHITE-COLLAR AND TECHNICAL ELITES. INSTEAD, THEY MUST CHOOSE A MORE BROAD-BASED MISSION THAT IS ATTENTIVE TO THE NON-COLLEGE BOUND AND THE NONSUPERVISORY EMPLOYEE."

<u>FORGOTTEN HALF</u>

I IMAGINE THAT MOST OF YOU HAVE SEEN THE REPORT ON THE FORGOTTEN HALF BY THE WILLIAM T. GRANT FOUNDATION COMMISSION ON WORK, FAMILY

AND CITIZENSHIP. I WOULD LIKE TO OFFER A FEW COMMENTS FROM THAT REPORT.

- O THEY DEFINE THE FORGOTTEN HALF AS THE YOUNG PEOPLE WHO BUILD OUR HOMES, DRIVE OUR BUSES, REPAIR OUT AUTOMOBILES, FIX OUR TELEVISIONS, MAINTAIN AND SERVE OUR OFFICER, SCHOOLS, HOSPITALS AND KEEP THE PRODUCTION LINES OF OUR MILES AND FACTORIES MOVING. A RATHER IMPORTANT HALF I WOULD SAY.

- O THE REPORT CONCLUDE THAT FOR TWO MANY YOUTH FLOUNDER AND FAIL IN MOVING INTO THOSE JOBS.

- O A STATEMENT IN THE REPORT SAYS - A KINDLIER SOCIETY WOULD SUPPORT THE FORGOTTEN HALF; A MORE GENTLE PEOPLE WOULD ENCOURAGE THEM AND A PRAGMATIC NATION WOULD ACKNOWLEDGE THAT ITS VERY FUTURE DEPENDS ON THEM.

- O SOME STATISTICS FROM THE REPORT.

  - THE REAL MEDIAN INCOME OF FAMILIES HEADED BY 20-24 YEAR OLDS FELL 27 PERCENT FROM 1973-1986.

  - HOME OWNERSHIP AMONG MARRIED HOUSEHOLDS UNDER AGE 25 DECREASED FROM 39 PERCENT TO 29 PERCENT BETWEEN THOSE YEARS.

- PERCENTAGE OF 20-24 YEAR OLD MALES ABLE TO SUPPORT A FAMILY OF THREE ABOVE THE POVERTY LEVEL DROPPED BY ONE-FOURTH FROM 1973 TO 1986.

SOME REPORT CONCLUSIONS ARE:

O WE HAVE NEVER DEFINED WHAT WE WANT FOR, OR FROM, THE YOUNG AMONG US WHO DO NOT ATTEND COLLEGE.

O THEY ARE ESSENTIAL. BUT THEY ARE NOT SUFFICIENT - WE HAVE MADE SCHOOLING A SYNONYM FOR EDUCATION AND WE HAVE DEFINED THE PRIMARY PURPOSE OF SCHOOLING AS ENTRY INTO COLLEGE. THE REPORT SAYS BOTH ATTITUDES ARE A MISTAKE.

O INDEED, "EXPERIENTIAL" LEARNING, I.E., LEARNING BY HANDS-ON PARTICIPATION, BY TRYING, BY MAKING ERROR, AND GRADUALLY NARROWING THE MARGIN BETWEEN FUTURE AND SUCCESS, SHOULD BE AT THE HEART OF OUR EDUCATIONAL PERSPECTIVE.

O THE REPORT ALSO CONCLUDES THAT THERE IS A SHARP DISPARITY BETWEEN WHAT AMERICANS DO FOR COLLEGE BOUND YOUTH AND WHAT THEY DO FOR THE FORGOTTEN HALF.

O THE REPORT INDICATES SEVERAL PRINCIPLES -

- THE MAJOR TASK IS TO EXAMINE, EVALUATE, ADAPT, AND EXTEND WHAT ALREADY WORKS - BEING WITH THE APPRENTICESHIP SYSTEM

OF TRAINING I KNOW THAT IT WORKS BUT IS ENTIRELY UNDER-UTILIZED TO MEET THE NEEDS.

- CONSOLIDATION OF EXISTING DELIVERY SYSTEMS IS LONG OVERDUE.

- TARGETED EFFORTS ARE NEEDED FOR MANY YOUTH WITH SPECIAL PROBLEMS.

- IT IS NEVER TOO LATE TO MAKE A DIFFERENCE.

OPPORTUNITY 2000 - A REPORT BY THE HUDSON INSTITUTE FUNDED BY DOL ON "CREATIVE AFFIRMATIVE ACTION STRATEGIES FOR A CHANGING WORK FORCE."

O THE REPORT DESCRIBES THE PRACTICES OF SEVERAL COMPANIES REGARDING SUCH EFFORTS AS RECRUITING WOMEN, RECRUITING BY REPUTATION, RECONCILING WORKPLACE AND FAMILY NEEDS, CHILD CARE, ETC.

O IT ALSO DESCRIBES TRAINING AND BUILDING HUMAN CAPITAL, SOME OF THE TRAINING PROVIDED IS AT THE LEVEL OF BASIC SKILLS SUCH AS

LITERACY, SIMPLE MATHEMATICS, PERSONAL GROOMING AND WORK HABITS.

- O SOME COMPANIES PROVIDE TRAINING THROUGH COOPERATIVE METHODS SUCH AS IN CONSORTIUM OF COMPANIES, WITH CIVIC GROUPS, COMMUNITY COLLEGES, TECHNICAL INSTITUTES AND GROUP TRAINING CENTERS.

- O COORDINATION IN PARTNERSHIP WITH PUBLIC SCHOOLS. WE HAVE S-T-A PROGRAM. WILL DISCUSS IN DEPTH MONDAY AFTERNOON.

- O TRICKLE-UP BENEFITS. CONTAINS A COST ANALYSIS MADE BY IBM ABOUT $4,600 PAID TO EACH INDIVIDUAL IN PUBLIC ASSISTANCE, TRAINING COST ABOUT $3,000 PER STUDENT WHO AFTER GRADUATION EARNED ABOUT $12,000 AND PAID OVER $2,100 IN TAXES.

- O THE REPORT GOES ON TO DISCUSS ACTIVITIES RELATED TO DISABLED WORKERS, OLDER WORKERS, AND VETERANS.

- O THE MANAGER, CORPORATE EQUAL OPPORTUNITY-JOHNSON AND JOHNSON STATES -

"IT IS OBVIOUS THAT AMERICAN BUSINESS MUST PLAN AGGRESSIVELY TO DEAL WITH THE ECONOMIC CHANGES WE'RE ALREADY SEEING. THOSE WHO LOOK AHEAD WILL BE REWARDED IN THE YEARS AHEAD. THOSE WHO ARE NOT

PREPARED WILL BE STUNNED WHEN THEY FIND THEMSELVES UNABLE TO MEET THEIR WORK FORCE NEEDS IN THE YEAR 2000. BUT WE CAN MEET THE CHALLENGE! AS A RESPECTED MANAGEMENT EXPERT HAS PUT IT: WHEN YOU THINK ABOUT THE DISEASES WE'VE CONQUERED OVER THE YEARS, WE CAN SURELY WORK SIMILAR MIRACLES WITH OUR HUMAN RESOURCES. WE NEED TO FOCUS ON A NEW KIND OF CREATIVITY."

I HAVE RAMBLED AROUND HERE FOR SOMETIME SO I WOULD LIKE TO WIND THIS UP BY EXTRACTING FROM SOME NOTES ON A RECENT SPEECH ASSISTANT SECRETARY JONES MADE TO THE ASTD SYMPOSIUM.

HE INDICATED THAT;

- O THE MAKE-UP, SKILLS, AND WORK FORCE REQUIREMENTS ARE GOING TO BE DIFFERENT AND AFFECTS EVERY EMPLOYER AND PERSONNEL MANAGER. WE NEED A FLEXIBLE (MOVABLE) WORK FORCE.

- O THE RULES WE HAVE OPERATED UNDER ARE GOING TO CHANGE.

- O CHANGING NATURE IN THE WORKPLACE WILL RESULT IN LEGISLATIVE CHANGES. TRAINING WILL BE KEY TO MEETING CHANGES.

- O PEOPLE NOT MACHINES WILL BE THE DRIVING FORCE BEHIND PRODUCTIVITY.

- o THERE WILL BE 1.5 MILLION SCHOOL DROPOUTS THIS YEAR AND 25 PERCENT OF WORK FORCE DO NOT HAVE MINIMUM EDUCATION SKILLS.

HE SUGGESTED CERTAIN THINGS TO BE CONSIDERED:

- o SCHOOLS NEED TO ADDRESS CULTURAL VIEWS AND CONCERNS AND TEACH STUDENTS WHAT KIND OF ENVIRONMENT THEY ARE GOING TO WALK INTO.

- o SOLUTIONS TO PROBLEMS SHOULD BE FACED BY CONGLOMERATE GROUP WORKING TO IMPROVE EDUCATIONAL SYSTEM - SCHOOL SYSTEM MUST BECOME A PARTNER WITH BUSINESS AND GOVERNMENT.

- o BUSINESS NEEDS TO DEMAND SCHOOL CURRICULUMS THAT ARE NEEDED TO PROVIDE A SKILLED WORK FORCE.

- o CANNOT ALLOW THE FIEFDOMS TO CONTINUE IN PROVIDING WORKER TRAINING. THIS INCLUDES THE BUSINESS COMMUNITY.

- o MUST DEMAND TO CONGRESS THAT THEY RESPOND TO THE NEEDS INVOLVED IN WORK FORCE PROGRAMS - NOT SOCIETAL PROGRAMS.

- o MUST ESTABLISH A LEVEL OF STANDARDS FOR WORKERS COMING FROM SCHOOL INTO THE WORK FORCE.

I APOLOGIZE TO YOU THAT ASSISTANT SECRETARY JONES WAS UNABLE TO BE

WITH YOU. I KNOW THAT I HAVE NOT GIVEN YOU MANY ANSWERS TO YOUR PROBLEMS AND CONCERNS. I, HOWEVER, DON'T THINK THAT ANY ONE GOVERNMENTAL AGENCY, BUSINESS, ORGANIZATION, SCHOOL SYSTEM OR GROUP HAVE ALL OF THE READY MADE ANSWERS. I SERIOUSLY DOUBT THAT THERE IS ANY ONE "PAT" ANSWER. INSTEAD, IT IS GOING TO TAKE ALL OF US, GOVERNMENT, EDUCATION, INDUSTRY AND THE PUBLIC-ALL WORKING TOGETHER IN EACH LOCALITY.

IN CLOSING I WANT TO REPEAT A STATEMENT OF SECRETARY MCLAUGHLIN:

"IMPROVING THE PRODUCTIVITY OF THE AMERICAN WORK FORCE IS A PRIORITY GOAL FOR OUR NATION. MAJOR CHANGESARE TAKING PLACE IN THE COMPOSITION OF THE AMERICAN LABOR FORCE AND IN THE EDUCATIONAL REQUIREMENTS FOR THE GROWTH JOBS IN OUR ECONOMY. THE UNITED STATES MUST MEET THIS CHALLENGE TO REMAIN COMPETITIVE IN THE WORLD."

THANK YOU